

S E C R E T

10 January 1964

MEMORANDUM FOR RECORD

SUBJECT: IG Survey of the Office of Personnel

1. We approach this survey on the assumption that top CIA management has made two basic decisions:

a. The Office of Personnel is essentially a staff element which develops personnel policies and provides certain technical and other services of common concern to other CIA components, but has rather well defined and limited responsibilities for the management of personnel outside its own office.

b. Personnel management is a function of command. For example, the four deputy directors have the primary responsibility for the management and career development of people assigned to them.

2. We propose to concentrate on the Office of Personnel, not the management of people by the four deputy directors.

3. We propose to try and find answers to the following basic questions:

a. How well does the Office of Personnel do its job?  
This will include a survey of how well the office manages its own people and operations, as well as how it serves other components.

b. Are changes indicated which will increase the efficiency of the Office of Personnel or reduce personnel costs?

c. What are CIA's principal personnel problems and what is CIA doing about them?

4. We propose, to the extent practicable, to talk to everyone in the Office of Personnel, to a cross section of the principal users of people, to personnel careerists in the deputy directorates,

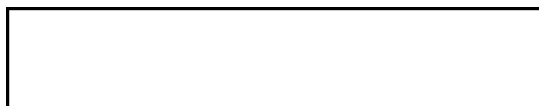
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a cross section of CIA components who work closely with the Office of Personnel (Security, Medical, Training). We believe it is important to talk to outside consultants and sources of new people, such as University Associates, for example.

5. If we find reason to question this approach or these assumptions in the course of the survey, we will come back for advice. We would like to begin immediately, have a draft report ready for your review in March and the final report in the hands of the DD/S by 1 April.

6. A memo assigning specific jobs to the team members is attached. You may or may not want to show this detailed paper to the DD/S.



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Attachment: As stated.

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I What the Office of Personnel does.

a. Recruits

1. Professional, scientific and specialists
2. Clerical and Commo
3. Covert
4. JOT
5.  PM, other

b. Interviews and Processes Applications

c. Handles some Placement Matters

1. Clerical placement
2. Out placement

d. Makes Special Studies

e. Keeps Records

1. Fitness reports
2. Compiles statistics

f. Handles Benefits, Awards

1. Retirement

g. Handles some Common Services

1. Credit Union
2. Insurance-casualties
3. Central Processing
4. Recreation

h. Handles Salary and Wage Matters

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i

- j. Handles Contract Personnel Matters
- k. Handles some Aspects of DD/P Personnel Matters
- l. Handles some Disciplinary/Termination Problems
- m. Plans and Reviews
- n. Recommends Personnel Policy
- o. Provides Staff Support for Career Services
- p. Handles the Summer Program
- q. Manages its own People

II What Does the Office of Personnel Cost?

- a. Direct costs
- b. Indirect costs

III How Well Does the Office of Personnel Do Its Job?

- a. What do the major users of people think?
  - 1. DD/P components
  - 2. DD/I components
  - 3. DD/S&T components
  - 4. DD/S
  - 5. Other
- b. What do the JOTs think of CIA personnel policies and handling?

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- c. Consensus of IG Returnee Interviews
- d. What does a cross section of the people who leave CIA seem to think?
  - 1. What are the trends in turnover, by category?
  - 2. Why do people leave?
- e. How is morale in CIA?
- f. Discrimination in CIA?
- g. What do the best sources of able recruits think?
  - 1. Professional, scientific, specialist
  - 2. Clerical and covert
  - 3. JOT
  - 4. Other
- h. What do people in the Office of Personnel think?
- i. What changes have been made since the ☐ Program?
- j. What do summer employees think?

IV Conclusions

V Recommendations

- a. For Office of Personnel action.
- b. For action by Others?

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**CENTRAL INTELLIGENCE AGENCY  
OFFICIAL ROUTING SLIP**

TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Support		
2	O/IG	1/15/64	JR
3	File OP Survey		
4			
5			
6			

ACTION	DIRECT REPLY	PREPARE REPLY
APPROVAL	DISPATCH	RECOMMENDATION
COMMENT	FILE	RETURN
CONCURRENCE	INFORMATION	SIGNATURE

**Remarks:**

**Red:**

Attached is a tentative outline for our survey of the Office of Personnel. Any comments you may have will be appreciated.

If you do have any comments, and I am sure you will, you may prefer to send them to me or we can discuss them at our meeting on Tuesday, 14 January at 4:00 P.M.



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FROM: NAME, ADDRESS AND PHONE NO.	DATE
Inspector General	1/10/64

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